



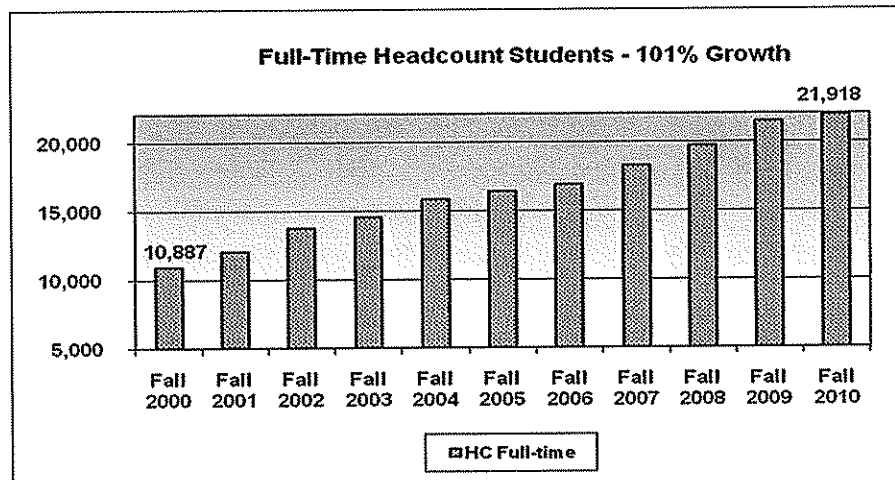
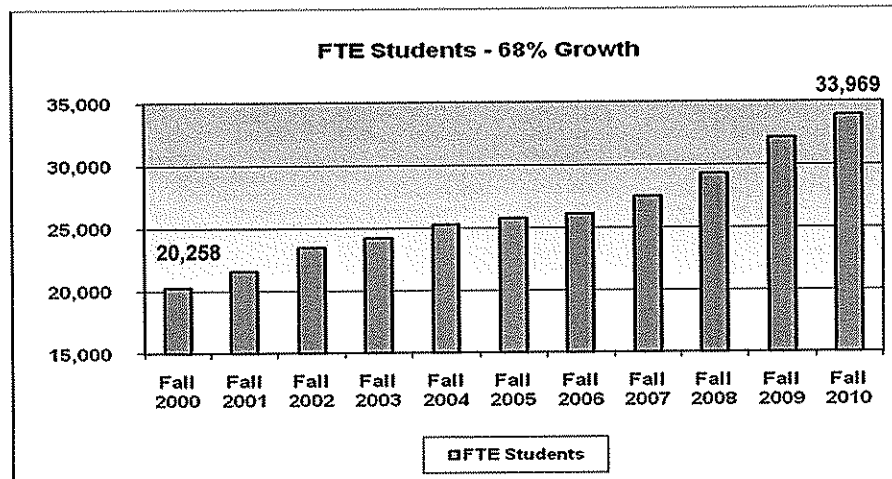
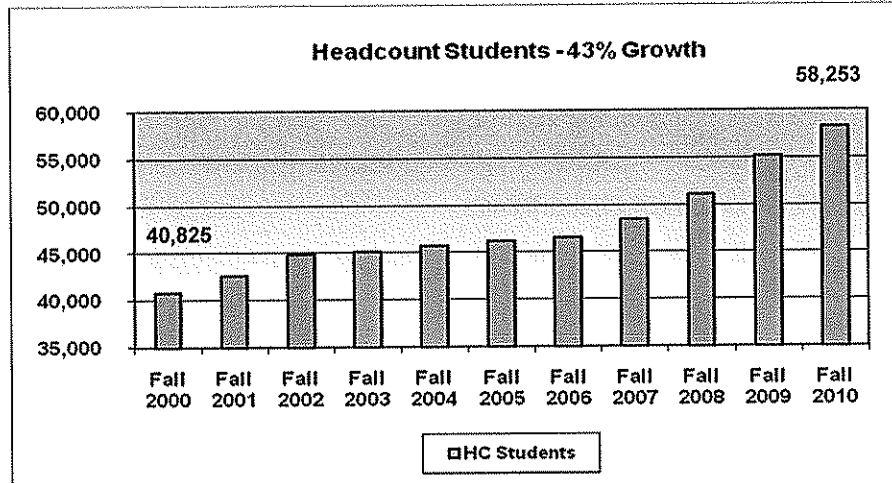
Education That Works For a Lifetime

FY2012 - FY2013 Operating Budget

Appropriations Committee
February 28, 2011

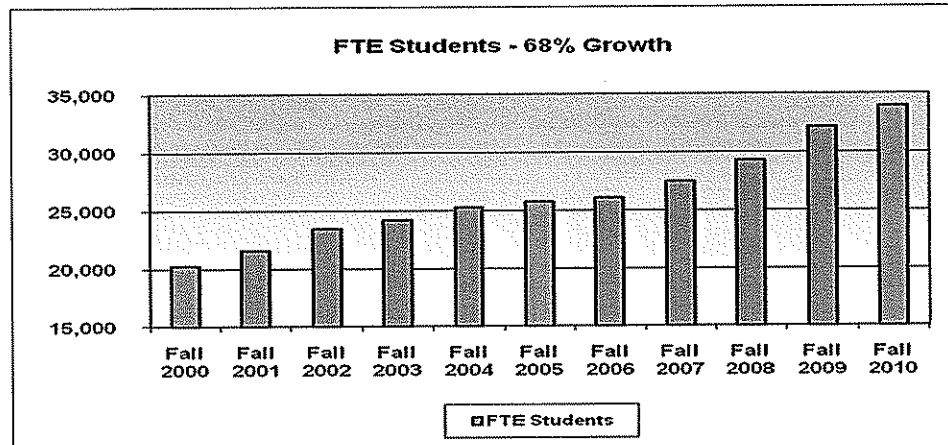
Connecticut Community Colleges
FY2012-FY2013 Operating Budget Request

Credit Enrollment Trends

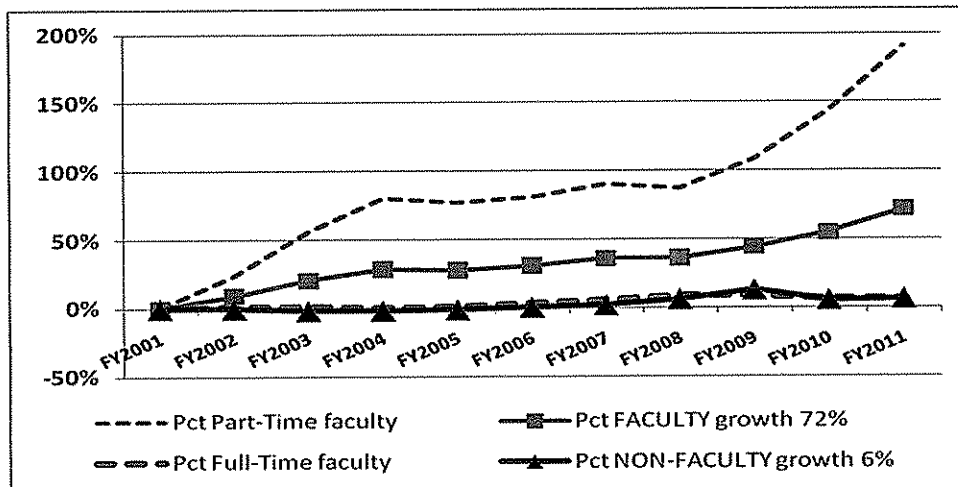


Connecticut Community Colleges
FY2012-FY2013 Operating Budget Request

Enrollment and Staffing – Ten-Year Trends



- **FTE Enrollment has grown 68% over 10 years**



- **FTE Faculty positions have increased 72%**
 - Part-Time Adjunct Faculty positions have increased 191%
 - Full-Time Faculty positions have increased 7%
- **Non-Faculty positions have increased 6%**
 - Non-faculty positions have declined from 54% to 43% of total budgeted positions

Connecticut Community Colleges
FY2012-FY2013 Operating Budget Request

Enrollment and Staffing - Recent Trends

ENROLLMENT

	FY2008	FY2009	FY2010	FY2011	3-yr Change
Headcount Enrollment	48,434	51,105	55,112	58,253	20%
FTE Enrollment	27,505	29,284	32,123	33,969	+24%

- **FTE Enrollment increased 24% over the most recent three years**

STAFFING

	FY2008	FY2009	FY2010	FY2011	3-yr Change
Budgeted Positions					
Full-Time Faculty FTE	835.00	839.00	816.00	818.00	-2%
Part-Time Faculty FTE	788.25	879.00	1,025.00	1,225.00	+55%
Total Faculty FTE	1,623.25	1,718.00	1,841.00	2,043.00	+26%
Ratio of Full-Time to Total Faculty	51%	49%	44%	40%	

- **Faculty FTE positions grew 26%**

Progress made during two biennial budget cycles (FY06-FY07 and FY08-FY09) to increase Full-Time Faculty positions from a low of 774 in FY05 to a high of 839 in FY09 has been reversed, even while enrollment continues to increase.

The ratio of Full-Time Faculty has declined to 40% as strong enrollment growth has been accommodated by the use of Part-Time adjunct faculty; budget reductions have worsened this downward trend further – reducing availability and involvement of Full-Time faculty outside the classroom in support of student success.

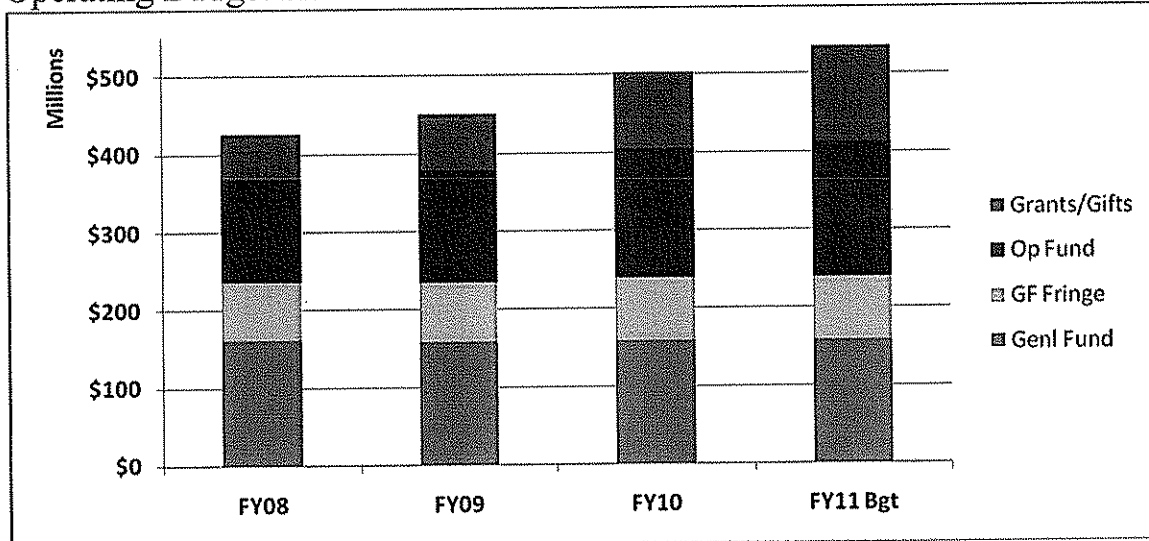
	FY2008	FY2009	FY2010	FY2011	3-yr Change
Budgeted Positions					
Non-Faculty FTE	1,511.00	1,605.00	1,504.00	1,513.00	0%

Funding for additional student support positions critical to foster student success has also been lost.

- **Non-Faculty FTE positions overall remained essentially flat**
- **Counselor : Student ratio has deteriorated further from 1:851 to 1:971**
(although the number of counselor positions has actually increased slightly)

Connecticut Community Colleges
FY2012-FY2013 Operating Budget Request

Operating Budget Revenues – Recent Trends



	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11 Bgt</u>	<u>Pct</u>
General Fund	161,778,215	158,737,424	158,523,261	158,282,029	-2%
General Fund Fringe*	74,772,044	75,905,458	81,305,898	80,352,877	7%
Op Fund – Unrestricted	131,101,545	144,459,922	164,710,866	173,145,473	32%
Op Fund - Grants/Gifts	57,777,568	71,454,539	98,720,514	123,049,264	113%
TOTAL REVENUES	425,429,372	450,557,343	503,260,539	534,829,643	26%

*not part of CCC budget – Comptroller’s Office expenditure on behalf of CCC

- While enrollment grew by 24% over the most recent three years
- General Fund net appropriation declined by 2%
- Operating Fund tuition, fee and other unrestricted revenues are expected to increase by at least 32%
- Externally generated funding – primarily Federal grants and Private gifts – is expected to more than double
- As a result, General Fund share of Total Operating Budget Revenues has declined
 - from 56% in FY2008 to about 45% in the current year

Connecticut Community Colleges
FY2012-FY2013 Operating Budget Request

General Fund Budget – Recent Trends

	<u>Original Appropriation</u>	<u>Appropriation Reductions</u>	<u>Net Appropriation</u>	
FY2008	161,778,215	-	161,778,215	
FY2009	166,646,429	(7,909,005)	158,737,424	-4.7%
FY2010	159,852,596	(1,329,335)	158,523,261	-0.8%
FY2011	158,523,261	(241,232)	158,282,029	-0.2%
ACTUAL REDUCTIONS		(9,479,572)		-5.7%
Unfunded FY10 wage obligations		(7,787,936)		-4.9%
Unfunded FY11 wage obligations		(6,656,301)		-4.2%
TOTAL, SHORTFALLS		(23,923,809)		14.8%
June 2009 RIP savings @ Retirement Salary		15,243,936		
June 2009 RIP refill value @Minimum Salary		(9,227,173)		
NET SHORTFALLS (POST-RIP)		(17,907,046)		

FY2010 Budget Reductions Implemented:

Eliminate >100 positions, other obligations Refill 77% of Faculty Vacancies, 57% Non-Faculty	6,900,000
Transfer positions, PTL, clinical to Op Fund	8,200,000
Other reductions	2,807,046
TOTAL REDUCTIONS	17,907,046

Connecticut Community Colleges
FY2012-FY2013 Operating Budget Request

FY2012 – FY2013 Request and Recommendation – in Context

- Constituent Units of Higher Education - p.7
- Proposed Board of Regents – p.8
- Connecticut Community College Budget – p.9

**Constituent Units of Public Higher Education
Governor's Budget Recommendation
FY2012 - FY2013**

<u>General Fund</u>	<u>Estimated FY2011</u>	<u>FY2012 Requested</u>	<u>FY2012 Governor's Current Services</u>	<u>Request to Current Services Variance</u>	<u>FY2012 Governor's Recommended</u>	<u>Variance from Current Services</u>	<u>% Change from Current Services</u>	<u>Variance from Request</u>	<u>% Change from Request</u>	<u>Recommended Variance from Estimated FY2011</u>	<u>% Change from Estimated FY2011</u>
Community Colleges*	158,523,261	173,410,272	165,714,695	(7,695,577)	149,130,964	(16,583,731)	-10.0%	(24,279,308)	-14.0%	(9,392,297)	-5.9%
CSU*	162,517,232	180,149,809	176,011,967	(4,137,842)	158,311,441	(17,700,526)	-10.1%	(21,838,368)	-12.1%	(4,205,791)	-2.6%
Charter Oak*	2,897,633	3,109,813	3,024,694	(85,119)	2,722,225	(302,469)	-10.0%	(387,588)	-12.5%	(175,408)	-6.1%
University of Connecticut	233,011,263	253,975,877	254,625,889	650,012	229,163,299	(25,462,590)	-10.0%	(24,812,578)	-9.8%	(3,847,964)	-1.7%
UConn Health Center	119,346,347	133,045,931	126,084,676	(6,961,255)	114,173,400	(11,911,276)	-9.4%	(18,872,531)	-14.2%	(5,172,947)	-4.3%

	<u>Estimated FY2011</u>	<u>FY2013 Requested</u>	<u>FY2013 Governor's Current Services</u>	<u>Request to Current Services Variance</u>	<u>FY2013 Governor's Recommended</u>	<u>Variance from Current Services</u>	<u>% Change from Current Services</u>	<u>Variance from Request</u>	<u>% Change from Request</u>	<u>Recommended Variance from Estimated FY2011</u>	<u>% Change from Estimated FY2011</u>
Community Colleges*	158,523,261	174,849,127	162,269,032	(12,580,095)	145,667,984	(16,601,048)	-10.2%	(29,181,143)	-16.7%	(12,855,277)	-8.1%
CSU*	162,517,232	178,275,861	172,325,458	(5,950,403)	154,853,349	(17,472,109)	-10.1%	(23,422,512)	-13.1%	(7,663,883)	-4.7%
Charter Oak*	2,897,633	3,067,810	2,967,270	(100,540)	2,670,543	(296,727)	-10.0%	(397,267)	-12.9%	(227,090)	-7.8%
University of Connecticut	233,011,263	246,921,431	247,765,830	844,399	222,989,246	(24,776,584)	-10.0%	(23,932,185)	-9.7%	(10,022,017)	-4.3%
UConn Health Center	119,346,347	137,406,881	121,819,688	(15,587,193)	110,320,449	(11,499,239)	-9.4%	(27,086,432)	-19.7%	(9,025,898)	-7.6%

Source: Governor's Budget Recommendation 2-16-11

* Appropriation recommended to be transferred to the newly created Board of Regents

**Board of Regents for Higher Education
Governor's Budget Recommendation
FY2012 - FY2013**

General Fund	Estimated FY2011	FY2012 Requested	FY2012 Governor's Current Services	FY2012 Current Services Variance	FY2013 Governor's Recommended	Variance from Current Services	Variance from Request	Variance from Estimated FY2011	% Change from Estimated FY2011 Request
OCE - Community Colleges	158,523,261	173,410,272	165,714,695	(7,695,577)	149,130,964	(16,583,731)	(24,279,308)	(9,392,297)	-5.9%
OCE - CSU	162,517,232	180,149,809	176,011,967	(4,137,842)	158,311,441	(17,700,526)	(21,838,368)	(4,205,791)	-2.6%
OCE - Charter Oak	2,897,633	3,109,813	3,024,694	(85,119)	2,722,225	(302,469)	(387,588)	(175,408)	-6.1%
									-12.5%
DHE Coordination - Office Budget (PS/OE/Eq)	2,625,588	2,853,771	2,761,454	(92,317)	2,750,955	(10,499)	(102,816)	125,367	4.8%
DHE Coordination - Other line items (1) (2)	4,224,559	17,893,625	4,330,174	(13,563,451)	4,224,558	(105,616)	(13,669,067)	(1)	0.0%
SUBTOTAL DHE - "Coordination of Higher Ed"	6,850,147	20,747,396	7,091,628	(13,655,768)	6,975,513	(116,115)	(13,771,883)	125,366	1.8%
SUBTOTAL DHE - "Student Financial Assistance" (3)	63,472,097	112,887,581	65,046,400	(47,841,181)	57,117,383	(7,929,017)	(6,354,714)	(6,354,714)	-10.0%
TOTAL DHE	70,322,244	133,634,977	72,138,028	(61,496,949)	64,092,896	(8,045,132)	(69,542,081)	(6,229,348)	-8.9%
									-52.0%
TOTAL, Board of Regents	394,260,370	490,304,871	416,889,384	(73,415,487)	374,257,526	(42,631,858)	(116,047,345)	(20,002,844)	-5.1%
									-23.7%

	Estimated FY2011	FY2013 Requested	FY2013 Governor's Current Services	FY2013 Current Services Variance	FY2013 Governor's Recommended	Variance from Current Services	Variance from Request	Variance from Estimated FY2011	% Change from Estimated FY2011 Request
Community Colleges	158,523,261	174,849,127	162,269,032	(12,580,095)	145,667,984	(16,601,048)	(29,181,143)	(12,855,277)	-8.1%
CSU	162,517,232	178,275,861	172,325,458	(5,950,403)	154,853,349	(17,472,109)	(23,422,512)	(7,663,883)	-4.7%
Charter Oak	2,897,633	3,067,810	2,967,270	(100,540)	2,670,543	(296,727)	(397,267)	(227,090)	-7.8%
									-12.9%
DHE Coordination - Office Budget (PS/OE/Eq)	2,625,588	2,745,644	2,682,620	(63,024)	2,666,784	(15,836)	(78,860)	41,196	1.6%
DHE Coordination - Other line items (1) (2)	4,224,559	4,461,456	4,464,409	2,953	4,224,558	(239,851)	(236,898)	(1)	0.0%
SUBTOTAL DHE - "Coordination of Higher Ed"	6,850,147	7,207,100	7,147,029	(60,071)	6,891,342	(255,687)	(315,758)	41,195	0.6%
SUBTOTAL DHE - "Student Financial Assistance" (3)	63,472,097	113,182,615	67,047,337	(46,135,278)	51,263,918	(15,783,419)	(61,918,697)	(12,208,179)	-19.2%
TOTAL DHE	70,322,244	120,389,715	74,194,366	(46,195,349)	58,155,260	(16,039,106)	(62,234,455)	(12,166,984)	-17.3%
									-51.7%
TOTAL, Board of Regents	394,260,370	476,582,513	411,756,126	(64,826,387)	361,347,136	(50,408,990)	(115,235,377)	(32,913,234)	-8.3%
									-24.2%

(1) Includes MAP, Alt Route to Certification, National Svc Act, Ed & Health Initiatives, Internat'l Initiatives, CommPACT Schools; FY12 Request also includes \$3m Endowed Chairs, \$10.6m Higher Ed Matching Grant

(2) Includes Capitol Scholarship & NEBHE membership

(3) Includes CAPCS, CICS, Capitol Scholarship & other financial aid programs

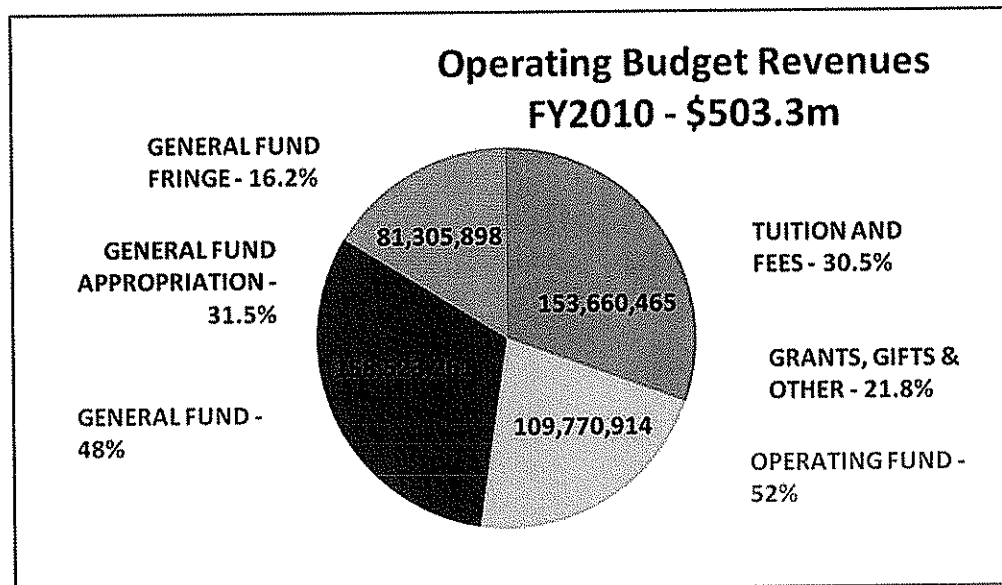
Connecticut Community Colleges
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Additional Information Enclosed

- FY2010 Operating Budget Revenues by Source – p.11
- Enrollment Demographics – p.12
- Academic Programming Responsiveness – p.13
- Student Financial Aid Facts – p.14
- Student Tuition and Fees – p.15
- Counseling / Advising Positions per FTE Student – p.16
- IPEDS Comparative Peer Data – p.17
- Current Environment and Summary – pp.18-19

Connecticut Community Colleges
FY2012-FY2013 Operating Budget Request

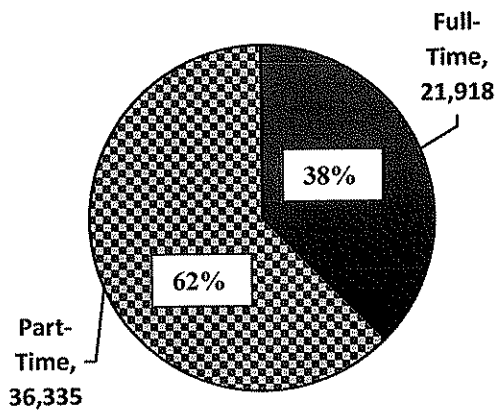
Revenue Sources – FY2010 “Actual”



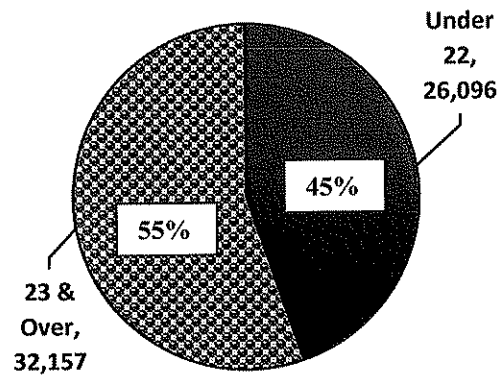
- **General Fund Revenues** (including fringe benefits paid on our behalf by State Comptroller) comprise about 48% of total CCC revenues
 - **Down from 63% ten years ago (FY2000)**
 - General Fund covers 72% of total personnel cost
- **Student tuition and fees** cover about 31% of total revenues
 - Regular credit operations – tuition and mandatory fees
 - Entrepreneurial extension programs – self-supporting credit and non-credit, workforce development activities
- **Grants, gifts and other externally generated revenues** cover an increasing proportion of CCC operations – more than 21%
 - Federal and State financial aid programs
 - Government grants and Private gifts
 - Supplemental and start-up funding for critical new initiatives
 - Nursing and allied health
 - Manufacturing
 - Energy and sustainable operations
 - Student success initiatives

Connecticut Community Colleges
FY2012-FY2013 Operating Budget Request

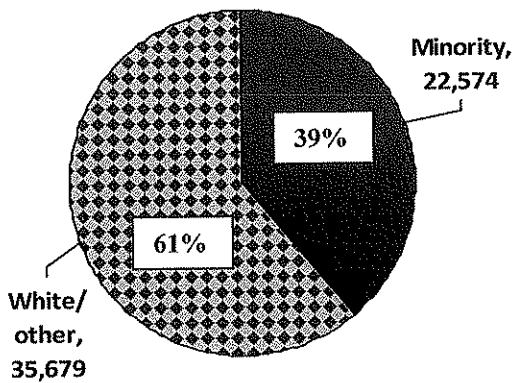
Credit Headcount Enrollment - Fall 2010: 58,253



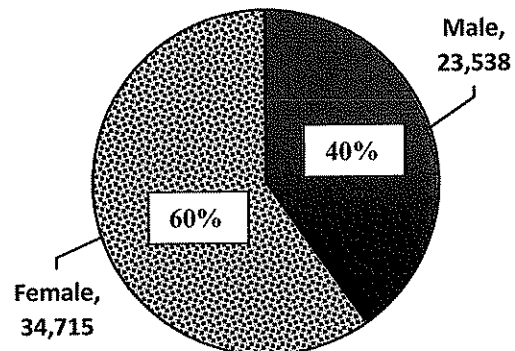
Predominantly Part-Time



Predominantly Adult learners;
but large population of younger,
traditional-aged students



Represents more than two-thirds
of all minority students enrolled
public higher education

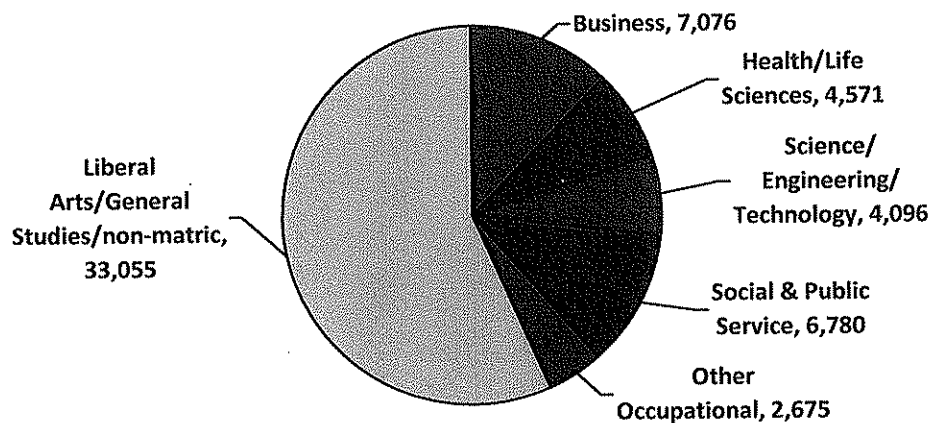


Predominantly Female

Connecticut Community Colleges
FY2012-FY2013 Operating Budget Request

Academic Programming

- Responsive to the needs of a Diverse Clientele:
 - Adult learners – entering job market or changing careers
 - Younger, traditional-aged students
 - Returning military
 - Dislocated and incumbent workers
 - High school partnership students
 - Non-native English speakers
 - State employee in-service training
- Responsive instructional delivery
 - Credit certificates and Associate Degrees, Non-credit Certificates
 - On campus, at business-industry, through high school partnerships
 - Totally on-line as well as web-enhanced/hybrid courses
- Timely and responsive programming
 - Five-year program changes / resource reallocation
 - 28 new Associate Degree Programs
 - 67 new program options
 - 94 new Certificate Programs, including 1 on-line
 - 62 program modifications
 - 138 program terminations or suspensions
 - Sample new programs
 - Nursing program expansion to Northwestern CC
 - Alternative Energy Systems
 - Railroad Engineering Technology
 - Accounting for Small Business
 - Financial Investigations
 - Modern Manufacturing Design
 - Medical Billing and Coding Specialist

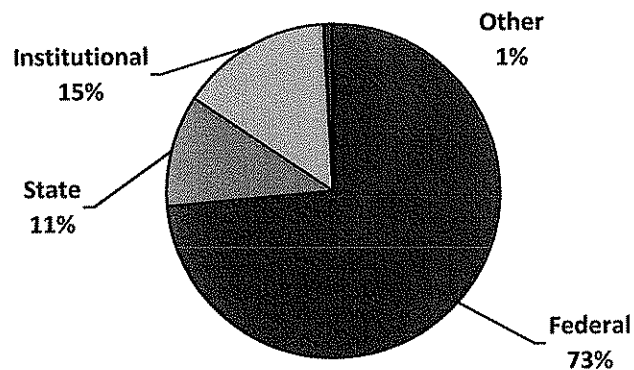


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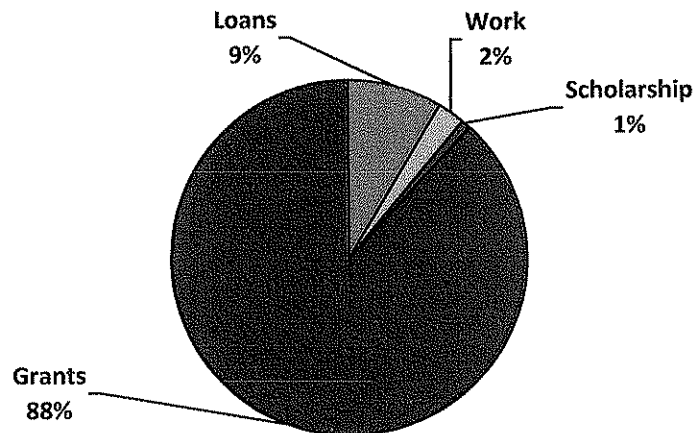
Student Financial Aid

For the 2009-10 Award Year:

- \$101.4 million in aid awarded
- 30,965 financial aid recipients – about 53% of all students
 - 21,980 Pell Grant recipients
- Most aid is Federally funded



- 99% of aid is need-based

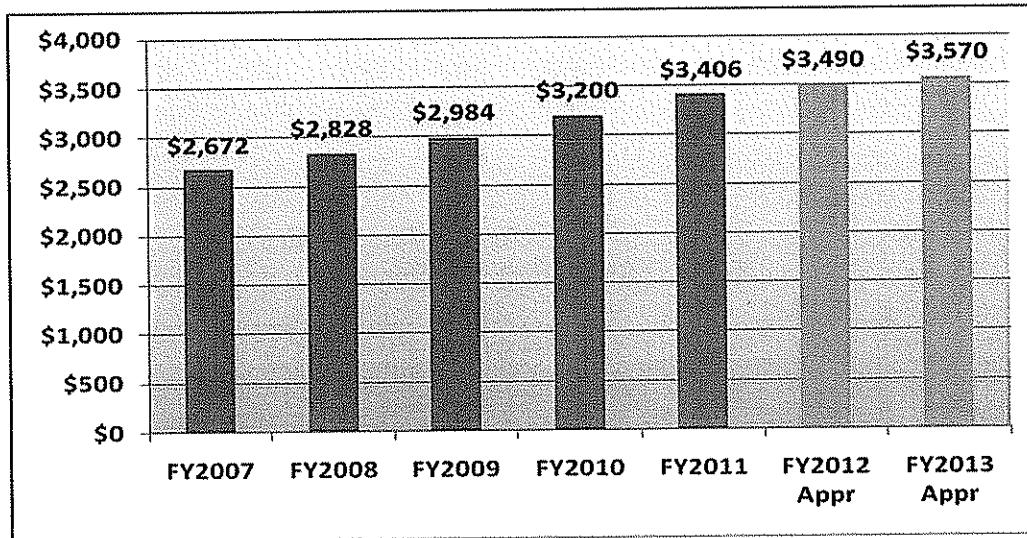


For the 2010-11 Award Year so far:

- 61,137 applications – a 12% increase
- 92% of completed applications demonstrate financial need
- More than 36,000 aid recipients – including Pell Grants to 23,560 students

Connecticut Community Colleges
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Student Tuition and Fees – Annual Full-Time



General Fund Block Grant Supports:

- ~72% of Total Personnel Costs – Full & Part Time “permanent”

Operating Fund / Tuition & Fees Support: Everything Else

- ~28% of Total Personnel Costs
 - Full & Part Time “permanent”
 - Part Time Adjunct and Clinical Faculty
 - Educational Assistants – Laboratory, Tutors, Other
 - Student Workers
 - Fringe Benefits
- Financial Aid
 - Tuition Set-aside Grants
 - Tuition & Fee Waivers
- Other Expense/Equipment
 - Educational/Lab Supplies
 - Academic Software & Technology
 - Library Services
 - Distance Learning & Web
 - Student Services
 - Information Technology & Telecommunications
 - Physical Plant - Fuel & Utilities, Maintenance, Custodial, Security

Connecticut Community Colleges
FY2012-FY2013 Operating Budget Request

Academic & Student Support Services Positions

Sample: Permanent Counseling/Advising Positions – by College

	FY2011 Positions	FY2011 Students	FY2011 Students per Counselor	FY2008 Students per Counselor
Manchester	6.00	7,540	1,257	1,081
Northwestern	3.00	1,832	611	816
Norwalk	9.00	6,740	749	692
Housatonic	7.57	6,197	818	681
Middlesex	3.00	2,952	984	1,311
Capital	6.00	4,518	753	532
Naugatuck Valley	5.00	7,195	1,439	1,988
Gateway	7.00	7,328	1,047	852
Tunxis	4.71	4,666	991	1,074
Three Rivers	5.00	5,161	1,032	643
Quinebaug Valley	1.00	2,288	2,288	n/a
Asnuntuck	<u>3.00</u>	<u>1,836</u>	<u>612</u>	<u>597</u>
Grand Total	60.28	58,253	971	851

- While FTE enrollment grew 24% over three years
- Counseling / Advising positions increased slightly from 56.91
- The ratio of Students per Counselor worsened substantially

Connecticut Community Colleges
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IPEDS Comparative Peer Data – FY2009
Two-Year Public Colleges in the Northeast States

% of Total Operating Expense

(net of Plant & Depreciation; CT figures adjusted to include System Office)

	Instruction, Academic Support & Student Services	Institutional Support (Executive, Fiscal, HR/Payroll, IT, Development)
Connecticut	66%	14%
Northeast Average	57%	16%

As compared with eleven Northeastern States:

- Connecticut Community Colleges spend a substantially larger proportion of total Operating Expenses on those functions which directly support teaching and student success:
 - Direct cost of classroom, laboratory and clinical instruction
 - Academic support for students, faculty and programs
 - Student services including admissions, counseling, financial aid, and other support services
- Connecticut Community Colleges spend a lower proportion of total resources on functions which provide essential administrative support

Resource Allocation - FTE Students per FTE Staff

(CT figures adjusted to include System Office)

	Instruction, Public Service & Research	Executive, Administrative & Managerial	Other Non-Faculty (professional & non- professional)
Connecticut	20	204	28
Northeast Average	20	118	21

As compared with eleven Northeastern States:

- Connecticut Community Colleges resource allocation supports the same ratio of FTE Faculty to FTE Students
 - reflects average class size of 25 students
- Connecticut's managerial and administrative efficiency is reflected in the substantially larger numbers of FTE Students supported by each FTE executive, managerial and other non-faculty position

Connecticut Community Colleges FY2012-FY2013 Operating Budget Request

Current Environment

The Good News:

- Growing credit enrollments, 40,000+ non-credit students
- Grant-funded programmatic and student success initiatives
- Strategic focus on student success, learning and outcomes
- Successful partnerships
 - high schools, four-year baccalaureate institutions, business and industry
- Relevant, timely and responsive academic programming
- Low-cost tuition, substantial student financial aid
- Strong financial condition
- Dedicated and talented faculty, staff and management
- Beautiful state-of-the-art campuses

The Challenges:

- Growing credit enrollments, plus 40,000+ non-credit students
- Shortage of full-time faculty (full-time: part-time ratio less than 40%)
- Shortage of academic and student support professionals
 - For example: 971 students per counselor
- General Fund declined from FY2008 – FY2011 while enrollment grew 24%
- Elimination of more than 100 permanent positions following June 2009 RIP
- Continuing economic and budgetary constraints

On-going Cost Containment:

Resources continue to be focused on activities essential for

- Continuation of instruction, academic programming or community service;
- Academic and student support services integral to student success;
- Safe and effective operation of college facilities.

Connecticut Community Colleges FY2012-FY2013 Operating Budget Request

In Summary

Connecticut Community Colleges continue to be a responsive, low-cost, quality-driven, higher education choice for more than 100,000 credit and non-credit students each year who are pursuing two-year associates' degrees, transfer to four-year baccalaureate institutions, one-year certificate training, or short-term workforce skills upgrade.

Connecticut Community Colleges are well positioned to respond to student educational and State workforce needs.

Connecticut Community Colleges are organized to provide effective delivery of and support for instruction along with efficient administrative support.

Connecticut Community Colleges are prepared to be part of the solution to the State budget crisis, but the budget recommendation presents significant challenges to our ability to respond to critical finance issues, including:

- Maintaining access and affordability
- Improving student success
- Meeting enrollment demand and expanding capacity
- Enhancing academic quality and excellence
- Responding to a changing workforce
- Ensuring campus security and emergency preparedness